



**Special Committee on Accountability  
in Workforce Investments**

*Governor  
Arnold Schwarzenegger*

*Chair  
Lawrence Gottlieb*

**Monday  
January 28, 2008**

**1:00 p.m. — 4:00 p.m.**

*Sacramento Employment & Training Agency (SETA)  
925 Del Paso Blvd.  
Sacramento, CA*



**Special Committee on  
Accountability in Workforce Investments**

**MEETING NOTICE**

**Sacramento Employment and Training Agency  
925 Del Paso Boulevard, Sequoia Room  
Sacramento, CA**

Lawrence Gotlieb  
Chair

Christine Essel  
Vice Chair

**January 28, 2008  
1:00 – 4:00 PM**



Arnold Schwarzenegger  
Governor

Barbara Halsey  
Executive Director

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**Agenda**

- 1. Welcome and Opening Remarks**
  - **Kirk Lindsey, Chair**
- 2. Action - Approval of March 22, 2007 Meeting Summary**
- 3. Updates**
  - **State-Level One-Stop Certification**
  - **Capacity Building and Technical Assistance Workgroup**
- 4. Action - One-Stop Career Center Cost Study**
  - **Presentation on *One-Stop System Cost Study Report*, Dr. Richard W. Moore, PhD., Researcher, California State University Northridge**
  - **Proposed Next Steps for Subsequent Work on the Cost Study**
- 5. Presentation on Integrated Services Delivery Strategy**
  - **Dennis Petrie, Deputy Director, Workforce Services, California Employment Development Department, and**
  - **Barbara Halsey, Executive Director, California Workforce Investment Board**
- 6. Public Comment**
- 7. Next Steps**
- 8. Other Business that May Come Before the Committee**

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Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn.

In order for the Special Committee to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Special Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at <http://www.calwia.org> or contact Ken Quesada at (916) 324-1250 for additional information.

**Welcome and Opening Remarks**

- **Kirk Lindsey, Chair**

**Action:**

- **Approval of March 22, 2007 Meeting Summary**

**Accountability in Workforce Investments Committee  
Meeting Summary – March 22, 2007  
Sacramento Employment and Training Agency, Shasta Room  
925 Del Paso Boulevard, Sacramento, CA**

**1. Welcome and opening remarks:**

The meeting convened at 1:10 pm by the Vice-Chair, Jerry Dunn. A quorum was established.

**Members Present:**

Jerry Dunn  
Patrick Henning Sr.  
Charles Lundberg  
Gayle Pacheco  
James Shelby  
Rona Sherriff  
Jan Vogel

**CWIB Staff:**

Ken Quesada  
John Bohart  
Shelly Green  
Margaret Mack  
Beverly Odom

**Partner Staff:**

Doug Orlando, EDD/WSB  
Steve Saxton, EDD/LMID

**2. Action Items:**

**Approved October 26, 2006 Meeting Summary:**

Gayle Pacheco/James Shelby moved to approve the October 26, 2006 meeting summary. The motion was unanimously approved.

**3. Updates:**

**State Level One-Stop Certification**

Ken Quesada, Staff lead to the AWIC, stated that at this time the initial work of the One-Stop Certification workgroup has been completed.

- The Resource Guide is complete, including the application.
- The Secretary's Office Action Request (SOAR) to spend \$100,000.00 from the WIA State Board Administration Budget for PYs 2006-2007 and 2007-2008 is waiting Agency's approval.
- A budget was developed for PYs 2006-2007 and 2007-2008 for \$50,000.00 to be spent annually.
- Participation of the EDD Workforce Services Branch regional advisors has been secured.
- Implementation:
  - Certification process will be unveiled at the CWA Spring Conference in April, 2007.
  - Will begin on or about May 1<sup>st</sup>, 2007.

- ETN consultant to be contracted for design and implementation of the training module for the EDD Regional Advisors, local area Subject Matter Experts (SMEs), and CWIB staff (SMEs are representatives from Local Boards that have certification systems in place). One-Stop Career Center certification is based on the Baldrige model, but modified for California's distinct needs. Needs are based on the diversity of Local Boards, as well as geographic and fiscal realities within the CA WIA system.
- Training for EDD regional advisors and SMEs will be scheduled for the end of May, 2007. The purpose of the training is to provide guidance and education on implementation of the OSCC certification process, with specific focus on the Resource Guide.
- Two LWIB workshops: one in southern CA, one in northern CA. Workshops are tentatively scheduled for June, 2007. The purpose of the workshops is to provide guidance to the local areas on implementation of the OSCC certification process.
- Two workgroups have been identified for the marketing and validation phases of the project:
  - The Marketing workgroup will meet to develop incentives that will be presented to the full Board for approval.
  - The Validation workgroup will refine the criteria and rubric for scoring of the applications, as well as the methodology for random sampling of the applicants.

#### One-Stop Career Center Cost Study

Bev Odom presented the update on the One-Stop Cost Study. She stated the study is progressing.

- Overview of activities and study itself
- Update on One-Stop Career Center Cost Study Steering Committee
  - The committee has provided important feedback on draft study products including guidance and comments from local level staff.
  - The four (4) case studies are complete and feedback is being incorporated.
  - The survey of 20 One-Stops to be completed by the end of May – analysis of the results to be completed by June.
  - Cal State University Northridge will seek input from the AWIC in June prior to the July State Board Meeting.

Doug Orlando gave a slide presentation on the key research questions, study methods and some of the study findings to date.

- The team improved its approach to requesting the financial data. In order to capture the diversity of One-Stops, they improved the method for identifying the amount of services generated in a one-stop.
- Doug clarified that partner contributions were measured as those services delivered “under the roof” or on the premises of the One-Stop Career Center.

#### **4. SB 293 Strategic Planning Discussion:**

Ken Quesada gave an overview of SB 293 and how it is being approached. All the special committees were being asked to discuss where we are now as a system and where we want to go. Ken indicated that staff may classify the results into categories for later use at State Board

meetings. After some discussion, Jerry Dunn asked committee members to focus on their three primary goals for the system.

Staff captured member discussion on the flip charts which is listed below.

Where we are now?

- Exclusion, lack diversity.
- Lower income youth & adults have no work history.
- Money is an issue.
- Need to engage private partnerships.
- K-12 education is an issue.
- Look at successful programs and bring to scale.
- Think outside the box.
- How to maximize the system (CCCCO & others).
- 5 billion dollars spent on job training, where is accountability?
- Better accountability to link dollars and leverage dollars.

Goals for Strategic Plan for the System

- Increase degrees and certification in high-demand jobs and industries.
- Increase visibility, accessibility, and funding for one-stops.
- Increase training dollars.
- Branding and dollars for accessible one-stops.
- Where does money come from and go to (accountability).
- Partner with other departments and agencies to avoid duplication.
- Coordinate with WIBs for all workforce dollars.
- Increase skills and capacity of the workforce in the state.
- Identify employer demand and skills.
- Create system to feed into those jobs.
- More inclusion/diversity.
- Clearer evaluation system and how we measure success.
- What do we value as a community/local area?

**5. Public Comment:**

Jerry Dunn asked for public comment. No public comments were received.

**6. Next Steps:**

The next meeting to be determined at a future date. The meeting was adjourned by Jerry Dunn.



**Updates:**

- **State-Level One-Stop Certification**
- **Capacity Building and Technical Assistance Workgroup**

**Action - One-Stop Career Center Cost Study**

- **Presentation on *One-Stop System Cost Study Report*, Dr. Richard W. Moore, PhD., Researcher, California State University Northridge**
- **Proposed Next Steps for Subsequent Work on the Cost Study**

## **Action - One-Stop Career Center Cost Study Proposed Next Steps for Subsequent Work on the Cost Study**

### **Action Requested**

Staff requests the Accountability in Workforce Investments Committee act to recommend the California Workforce Investment Board approve subsequent work on the One-Stop Career Center Cost Study.

### **Background**

To assist in improving services and integration in federal Workforce Investment Act One-Stop Career Centers (One-Stops), the California Workforce Investment Board (CWIB), Accountability in Workforce Investments Committee, in partnership with the California Employment Development Department (EDD) and the California Workforce Association (CWA) sponsored a *One-Stop System Cost Study Report* (Cost Study) conducted by California State University Northridge researchers during 2006-07. The Cost Study was the first to look at in-kind and financial resources supporting operations and service delivery using Activity-Based Cost (ABC) accounting model to better understand the real costs of producing a product or service. It examined the administrative, infrastructure, and direct services costs incurred by partner agencies in various local One-Stops, and the outputs those costs supported. The study also established a method based on ABC accounting that allows a holistic look at One-Stops and provides a framework for continuous improvement in the system. The Cost Study created opportunities to better understand costs and services produced by One-Stops and can help inform and support California's budding *Integrated Service Delivery* strategy. Furthermore, Cost Study results have sparked national interest at the federal, state and local levels.

To this end, CWIB staff, in consultation with the EDD and the CWA, sees the need to sponsor a subsequent study to enhance the application and use of the ABC model in the One-Stops in support of continuous improvement and to inform more effective integration of service delivery in One-Stops.

### **Summary of Proposed Work**

Subsequent work will consist of two main components, a management track and a policy track. The CWIB will establish two workgroups, one for each track, comprised of One-Stop managers and staff, subject matter experts, representatives from state and local boards, and state and local partner agencies. The workgroups will be charged with becoming more familiar with the Cost Study, and begin identifying how the information can be enhanced to improve the One-Stop service delivery model and advance it as a key component of an integrated and comprehensive workforce development system. California State University Northridge research experts will conduct the study with assistance from CWIB and EDD staff, in addition to the local workforce area and workgroup participants.

**Presentation on Integrated Services Delivery Strategy**

- **Dennis Petrie, Deputy Director, Workforce Services, California Employment Development Department, and**
- **Barbara Halsey, Executive Director, California Workforce Investment Board**

## **Integrated Service Delivery Initiative**

### **Background:**

On October 10, 2007 the Administrative Committee took action to recommend that the State Board:

1. Approve the Integrated Service Delivery initiative and draft policy for developing a skill-based, demand-driven, integrated service delivery model for California's One-Stop Career Center System, thereby making more effective use of shrinking resources and improving One-Stop service quality for California's workers and businesses.
2. Direct staff to develop additional policies and procedures as necessary to support the integration effort, and to bring them before the Board, as appropriate, for approval/adoption.

This initiative began in early 2007, when leadership from the Employment Development Department (EDD), Local Workforce Investment Boards (Local Board), the State Board, and the Labor and Workforce Development Agency (Agency) came together for the purpose of considering the development of an integrated service delivery model for California's workforce system and its One-Stop Career Centers. This group agreed that continued economic and fiscal pressures, coupled with higher demands for service and performance accountability, requires a fundamental change in California's delivery system for workforce services.

With this understanding, a larger effort was launched involving representatives from State Board staff, the EDD's Workforce Services Branch, the California Workforce Association (CWA), the Agency, and 12 Local Boards. Using the assistance of a facilitator, this planning team identified the characteristics of an effectively integrated service delivery model that will:

- Respond to 21<sup>st</sup> Century industry demand and our contemporary workforce crisis;
- Assure that our services and training are in alignment with current local and regional labor market requirements;
- Shift service priority to an emphasis on worker skills – assisting workers to gain the skills leading to self-sufficiency, and responding to employer demand;
- Cope with limited and declining funding through a more efficient use of resources and a reduction of program duplication and requirements; and
- Systematically improve the coordination of Workforce Investment Act (WIA) and Wagner-Peyser Act (WPA) funded services to achieve improved customer outcomes and more efficient and effective customer service.

With the passage of California's Workforce Training Act, the State Board is responsible for developing and implementing a statewide strategic policy framework for a more comprehensive workforce system that will ensure California's economic competitiveness into the future. A skills-based, demand-driven, integrated service delivery model, and associated policy that can be applied system-wide, are key elements of the strategic

policy framework. They also represent an important next step in advancing related State Board initiatives such as State-level One-Stop Career Center Certification and the One-Stop Career Center Cost Study.

### **Components of an Integrated Service Delivery System:**

An integrated service delivery system has three major components:

1. A commitment to and a process for an integrated customer pool, so that all One-Stop customers (whenever eligibility permits) are registered simultaneously in the performance measures calculation of all of the following programs: WPA, WIA Adult and Dislocated Worker, Trade Adjustment Assistance (TAA), and Veteran Employment and Training services (VETs);
2. An integrated customer flow that sets clear parameters for a service delivery process with a sequence of demand-driven, universal services that does not emphasize program eligibility and program participation; and
3. An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow.

### **Implementing an Integrated Service Delivery System:**

In order to prototype an integrated service delivery system work groups comprised of State and local partners will develop policy recommendations, strategies, and operating models to be tested by twelve Local Boards who have volunteered their Local Workforce Investment Areas (Local Area) to serve as learning labs for proposed models. The target date for Learning Lab implementation is July 2008.

The Learning Labs will:

- Test a wide variety of approaches to achieve integrated service delivery;
- Capture information in the following areas:
  - ✓ Ease of data collection,
  - ✓ Increased efficiencies and effectiveness,
  - ✓ Impact on service quality,
  - ✓ Impact on performance outcomes,
  - ✓ Time required to implement integrated service delivery,
  - ✓ Resources used to meet the responsibility,
  - ✓ Increase in number of customers receiving skills and other training,
  - ✓ Impact on cost per customer served,
  - ✓ Impact on skills improvement from entry to exit,
  - ✓ Impact on customer service outcomes, and
  - ✓ Impact on duration of unemployment; and

- Use what is learned from these approaches to inform the improvement of the draft State integrated service delivery policy

The EDD/State Board will:

- Develop a general, first draft integrated service delivery policy with broad parameters (and minimums) for local integrated service delivery;
- Determine what resources and tools are available to assist Local Boards and WPA, VETs, and TAA programs in the integration of services and assist Local Boards in accessing them;
- Collaboratively define the roles, responsibilities, and priorities of WPA, TAA, and VETs program staff in support of the local integration strategy plan; and
- Continuously improve the first draft policy through the learning from the learning labs and discussion with the integration planning team.

Local Boards and local Chief Elected Officials will:

- Assume the responsibility to plan, design, and implement integrated service delivery in accordance with draft State policy; and
- Submit a local integrated services delivery plan to the EDD that is within the parameters of the draft State policy on integrated service delivery. (The EDD will accept those plans that meet the broad parameters and use the accepted plans as the basis for monitoring the local implementation of integrated service delivery.)

## **Integrated Service Delivery Draft Policy**

It is the goal of the State Board to insure all job seekers and businesses in California have access to comprehensive services through California's One-Stop Career Centers. To that end, the State Board supports the Integrated Service Delivery Initiative undertaken by State and local partners to the One-Stop service delivery system.

In support of this effort, the EDD and the State Board have developed the following parameters for the Development of a demand-driven, skill-based, Integrated service delivery system in California's One-Stop Career Centers. Each of the 12 Local Areas that participate in this initiative as Learning Labs will apply and test the draft State integrated service delivery policy.

1. Local Boards will adopt, implement, and continuously improve a demand-driven, skill-based, integrated services plan for the Local Area's One-Stop Career Center System using these parameters as a basis for plan development. This plan will be developed with significant partner participation.
2. This plan will be embedded in all related One-Stop Career Center System documents, including Memoranda of Understanding, One-Stop Operator Agreements, and contracts for service providers.
3. One-Stop Career Center service design will be driven by the local economy and employer needs and draw on quality workforce intelligence, local labor market information, and local employer validation of data.
4. One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill-based labor market attachment for all center customers, with the goal of transforming job seekers into even more competitive job candidates.
5. This service design and all services will be available at all locations within the local One-Stop Career Center System.
6. Integrated service delivery has three major components and the developed local plans are to include each of these:
  - a) A commitment to and a process for an integrated customer pool, so that all center customers (whenever eligibility permits) are registered simultaneously in the performance measures calculation of all of the following programs: WPA, WIA Adult and Dislocated Workers, TAA, and VETs.

All center customers will be registered in both the WPA and WIA Adult programs. All TAA customers will be registered in the WIA Dislocated Workers program; both TAA and WIA Dislocated Workers will also be registered in the WPA program and WIA Adult program. All customers who are veterans will also be registered in the VETs program.

The U.S. Department of Labor's TEGL 17-05 requires states to ensure statewide uniformity in the application of the Employment and Training Administration's Common Measures policy, and consistent determination in deciding which customers are



in the WIA Title I performance calculations. Whether customers are to be included in the performance pool is determined by “whether the services, staff, facility or activity was funded whole or in-part by WIA” and by the extent of “significant staff involvement.”

All California One-Stop Career Center locations are “funded whole or in-part by WIA.” These parameters require that all center customers receive an initial skill assessment, which meets the definition of “significant staff involvement.” Consequently, all center customers will be registered (at a minimum) in both the WPA and WIA Adult programs and included in determining both programs’ performance calculations.

- b) An integrated customer flow that clearly defines a service delivery process with a sequence of demand-driven, universal services that does not emphasize program eligibility and program participation.

This flow has three required services to be offered and provided to all center customers:

- (1) an initial, standardized skill assessment from which an initial service plan is designed;
- (2) a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training); and,
- (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers.

- c) An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. All centers (and locations) shall have a designated and clearly defined manager. Functional teams will staff the adopted customer flow and team membership will include staff funded by different funding sources, with affiliation by team and not by program funding. The identified manager and team leaders will be named without regard to funding source and shall coordinate the functional teams in the implementation of the integrated flow.
- 7. All local One-Stop Career Center Systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all one-stop services continuously improve and are responsive to the needs of local employers and the local economy.
  - 8. Local Boards will identify clear success indicators to evaluate the shift to a demand-driven, skill-based integrated service delivery system and include those metrics in their local plans.

**Public Comment**

**Next Steps**

**Other Business**